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2 MAR 1965

MEMORANDUM FOR: Director of Training

**SUBJECT : Recommendations to Revise the Training Program
for JOTs**

**REFERENCE : Memorandum for DTR from C/JOTP on "Revisions
in the JOT Program," dated 7 January 1965**

1. This memorandum will report findings concerning the feasibility

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of [REDACTED] recommendations for revising the training program for

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JOTs. These findings are based upon discussions with [REDACTED]

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These

officers have also reviewed this memorandum in draft and have given it
their general concurrence. Our review was limited to the recommenda-
tions in sub-paragraphs 5b and c of the referenced memorandum, as
follows:

a. Sub-paragraph 5b recommends that all JOTs be given a
common basic course consisting of "the substance of the present Head-
quarters training" and of the OFC. The phrase in quotation marks

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should be narrowly interpreted to mean only the one-week "Introduction to the Clandestine Services." In other words, the substance of that course plus that of the OFC would become a basic course for all JOTs.

b. Sub-paragraph 5c recommends that the OC be revised so as to follow and build upon the OFC. In that event the OFC would serve as an introduction to the OC for JOTs who are assigned to the DDF. At the same time it would serve as a familiarisation course on the Clandestine Services for JOTs who are assigned to the DDI, DDS&T and the DDS.

2. With a view to determining the feasibility of these recommendations, we examined what impact their adoption would have on the present OFC and OC. Essentially, they would have these results:

a. Attendance in the OFC would be virtually limited to JOTs only. The staff at [REDACTED] is able to give 4 OFCs a year with a maximum of 60 students in each class. The physical plant can accommodate

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more OFC students, but this is the maximum number that can be trained by the present staff and still maintain the quality of the instruction. The problem then emerges as to what is to be done with those students in the OFC who are non-JOTs. This problem will be discussed in paragraphs 5 and 6 below.

b. Tradecraft instruction would be eliminated from the OC. As a result, the OC would be reduced from 18 to 12 or 13 weeks. But the first few days, possibly even the first week, would be spent in reviewing doctrine and principles of tradecraft. Some such review would be essential for those JOTs -- approximately 50 percent of the class -- who would have completed the OFC three or four months before. For the remainder who would have recently completed the OFC, it could still be helpful. It would also have the added advantage of getting all members of the class started off on a common footing. The shortened OC, except as noted above, would be devoted almost exclusively to training in operational skills and techniques.

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would remain for JOTs only.

3. From the point of view of content and exposure, the foregoing recommendations represent no significant departure from the current program. Instruction in the first six weeks of the present OC largely approximates that given in the OFC. Thus, in effect, all JOTs are already now being given the same training as that in the OFC. Or to express it another way, [REDACTED] is in essence already giving 6 OFCs a year -- the 4 now regularly scheduled plus the 2 consisting of the first six weeks of the 2 OCs. Thus, adoption of the above recommendations would result in a net gain for [REDACTED] by obviating the necessity for repeating the instruction in the first 6 weeks of the OC. Their adoption would also eliminate a need for the present "Introduction to the Clandestine Services" as its content would be included in the OFC.

4. Assuming that the foregoing changes were to be adopted, the matters of scheduling and timing were also examined. These tentative

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twice a year. For example, the 4 OFCs would begin in March, June, September and December, while the 2 OCs would begin in March and September. JOTs in the March OC would come from the previous September and December courses, whereas JOTs in the September OC would come from the previous March and June courses. Adoption of such a schedule would pose no special problems for [REDACTED] With 25X1A6b respect to timing, it was generally agreed that the earliest the changes could be made, would be this Fall with the September and December OFCs, followed by the March OC in 1966. The above scheduling would continue to give [REDACTED] an 8-weeks break in the summer. This break is 25X1A6b essential for absorption of the annual changeover in training staff, for retooling and improving the courses, and for taking leave.

5. A major problem, as indicated earlier, with which we must deal is that of continuing to provide training in the OFC for non-JOT employees. Most of them are older employees in the Agency, including sizeable

numbers from the DDI and DDS. More recently, in conformance with rec-

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ommendations from [REDACTED] [REDACTED] has been sending more of its members

to the OFC as a preliminary to PM training. In terms of numbers, we

could probably expect a total each year of 75 to 100 non-JOTs for enrollment

in the OFC. There are, for example, 27 non-JOTs enrolled in the OFC

which begins on 15 March. During the calendar year 1963 there were 114

non-JOTs in the OFC. In calendar 1964, this number dropped off some-

what to a total of 75.

6. The big question remained--how do we provide OFC training for

this number of non-JOTs? With [REDACTED] operating up to capacity with

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its present training staff, we examined the feasibility of having this training

given at Headquarters by the Operations School. Tentatively, it appears

that this could be done satisfactorily. It may be necessary, however, to

add one or possibly two instructors to the School. The existing OFC course

content would be used and every effort would be made to retain the practical

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work in it. With this end in view, an attempt would be made to keep the enrollment down to 30-35 and to devise new approaches to the practical work. It would also be possible with the proper scheduling to take the class to [REDACTED] for a two-day stay so as to have the assistance of the staff there in giving the practical work. The course would be offered three times a year. With respect to timing, the Operations School would want about 6 months' lead time before giving its first OFC. Although classrooms are scarce, it is believed that space could be made available.

7. Sub-paragraph 5c of the referenced memorandum also recommended that the revised OC be expanded to include a basic PM familiarization. All JOs assigned to the DDP would take this training. Those JOs going into PM assignments requiring certain skills would take additional specialized training. For example, they may need to qualify

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8. Our review of this recommendation on paramilitary training was

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very tentative and inconclusive and will require further study. The

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██████████ staff had not as yet had a chance to examine carefully its

relative merits. Our preliminary discussions, however, did develop

the general position that it would be better to maintain the present integrity

of the OC and have a basic PM course follow it. This would enable JOTs

and non-JOTs alike to take it. For example, representatives from ██████████ 25X1A

would be able to take the basic course and then go on into specialized PM

courses. Under this arrangement, it would no longer be necessary to

continue the present 17-week paramilitary course. By contrast, if the

basic paramilitary training were to be integrated into the OC, only JOTs

would be able to take it. In that case, ██████████ would find itself 25X1A6b

giving not only the proposed basic course and skills courses but the pres-

ent PM course as well.

9. Based on the foregoing, the following conclusions and recommendations are submitted for your consideration and approval:

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a. A basic OFC for all JOTs would most likely enhance not only the training effort but the JOT Program as well. It is recommended, therefore, that this change be adopted.

b. The OC could be reduced from 18 to 12 or 13 weeks without any loss of quality or effectiveness. It is likewise recommended that this change be adopted.

c. OFC training for non-JOTs could be given by the Operations School. Some difficulty may be encountered with the practical work, but the problems appear to be surmountable. It is recommended, therefore, that this change be adopted.

d. With regard to timing, it is recommended that the foregoing changes be made this Fall with the OFCs beginning in September and December and with the revised OC to follow in March 1966. It is further recommended that the first Headquarters OFC be given in October or November of this year.

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e. The full ramifications of the recommendation for a basic paramilitary course must still be defined. It is recommended, therefore, that this change not be made at this time and that further study be made.


Chief, Plans and Policy Staff

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